

REFERENCES AND DOCUMENTATION REVIEWED

The following is a listing of the documents and materials utilized by the consultants in completing this review.

Governing Direction References

Relevant Governing Statutes (RCW's):

- Chapter 43.43, "Washington State Patrol"
- RCW 43.88.090 (Subsection (2) through (6)): "Requirements for Strategic Planning"
- Chapter 43.101 RCW--"Criminal Justice Training Commission -- Education And Training Standards Boards"
- Chapter 44.28 RCW--"Joint Legislative Audit and Review Committee" (JLARC)
- Chapter 44.40 RCW-- "Legislative Transportation Committee (LTC), joint committee of the House and Senate"
- Chapter 44.75 - "Transportation Performance Audit Board"
- Portions of Title 46, "Motor Vehicles"
- RCW 46.01.330, Mandate to collocate WSP detachments with DOL offices
- Chapter 46.64 RCW--"Enforcement"
- Chapter 46.68 RCW--"Disposition of Revenue"
- Chapter 46.90 RCW--Washington Model Traffic Ordinance, etc.
- RCW 46.52.030, "Collision Records Section"
- RCW's 82.42.100, Chapter 82.36, and Chapter 82.38, WSP authorized to investigate Fuel Tax Evasion.
- 18th amendment, WA State Constitution: *All fees collected by the State of Washington as license fees for motor vehicles and all excise taxes collected by the State of Washington on the sale, distribution or use of motor vehicle fuel and all other state revenue intended to be used for highway purposes, shall be paid into the state treasury and placed in a special fund to be used exclusively for highway purposes.*
 - Highway purposes later defined to include "Policing by the state of public highways."
 - Fees include the Combined License Fee (\$26.60 weighted average from each \$30 annual registration fee) and the Motor Vehicle Registration fee (23.677% of collections), which make up the majority of revenue supporting the WSP.

Budget/Financial Documents

- Office of Financial Management, *2005-07 Operating Budget Instructions, Part I; Guidelines For Strategic Plans And Performance Measures*
- "Priorities in Government, "Governor Locke's 11 priority goals for state services
- Agency Activity Inventory (by Agency); Appropriation Period 2001-2003; Activity version (carry forward, maintenance levels; 225- Washington State Patrol
- Agency Activity Inventory (by Agency); Appropriation Period: 2003-05 – Activity version (carry forward, maintenance levels; 225-Washington State Patrol
- Agency Activity Inventory (by Agency); Appropriation Period: 2005-07; Activity Version: 2005-07 Carry Forward Level 225 - Washington State Patrol
- 2003-05 Biennium-To-Date Expenditures – Operating; Actual Data Through July 2004 (from LEAP web site)

- Washington State Patrol, "2003-2005 Budget Implementation Briefings" (Reports issued: Jan. 2003, Jan. 2004, June 2004)

WSP Background Information

- WSP Organization Chart (September 2004)
- Chief Lowell Porter's Performance Agreement with Governor Locke (July 2004)
- Executive Summary; "Upward Feedback Survey for the Budget and Fiscal Services Division" (2003 finalized; 2004 in process) *[WSP uses a survey instrument comprised of six categories for employees to rate supervisors and managers in: Direction/Strategic Focus, Leadership Style, Communication, Employee Support and Development, Performance Measures, and Commitment to Quality]*

WSP Strategies/Strategic Plans/Performance Reports

- "WSP Balanced scorecard" (agency-wide June 2004; extracted from the agency strategic plan submitted with the agency budget to OFM)
- WSP Policy #10.04.110, "Strategic Planning"
- 2004-2011 WSP Strategic Plan (submitted with the agency biennial budget to OFM)
- WSP Strategic/Action Plans for Bureaus and Divisions funded with Transportation Highway funds. All plans are effective 2004 unless otherwise noted.
 - Aviation Division
 - Criminal Investigation Division (CID)
 - Communications Division
 - Criminal Records Division (CRD)
 - Commercial Vehicle Division (CVD)
 - Districts #1,2, 8 (2003), Field Operations Bureau
 - Electronic Services Division (ESD) [2004-2011]
 - Evidence and Records
 - Implied Consent Division (undated)
 - Information Technology Division (ITD) [2004-2011]
 - Commercial Vehicle Safety Plan 2005
 - Field Operations Bureau Field Force Support Report September 2004
 - Recap of Traffic Deaths by Status of Person Killed Report Multi Year 9/2/12004
 - Estimated Monthly Impact of Troopers to Ferry Security Report 9/24/2004
 - Agency 32 Month Rolling Comparison Data
 - Target Zero Progress Report
- WSP Performance Progress Reports, *[entered into TEIS System; this electronic database system is used internally within WSP, and externally by other transportation agencies, OFM analysts, and Legislative staff]*
 - 1997-99
 - 1999-01
 - 2001-03
 - 2003-05
- WSP Bureaus , Districts, and Divisions; Strategic Advancement Forum (SAF) Presentations *[all presentations from August and September 2004, plus October 1, 8, 15th Aviation Data October 31, 2004, IAD Data October 22, 2004)]*
- WSP Internal Operations Reports/Tools
- 2003 WSP Annual Report
- 2004 WSP Annual Report
- WSP Quarterly Reports, April 2003 through March 2004

- Executive Summary Washington State University, Division of Governmental Studies and Services, Department of Political Science and Criminal Justice Program; "WSP Traffic Stop Data Analysis Project Report" (June 2003)
- WSP Time and Activity Report (TAR) Manual, revised October 25, 2004
- Results of the "Annual Self Assessment for the Governor's Office" (2002, 2003)
- Executive Summary; "Customer Survey, Information Technology Division, Customer Services Unit" (January 2004)
- Executive Summary, "Disciplinary Process Survey" (January 2004)
- (WSP) "IT Portfolio prepared for ISB" (most recent update 2004)
- Results Presentation, Washington State University, Division Of Governmental Studies And Services, Washington State Patrol; "1999-2000 Citizen Survey" (November 7, 2000)
- Washington State Patrol, Investigative Assistance Division (IAD), 2003 "Customer Service Survey" (July 2003)
- Hattell, Captain Curt; Atkins, Lieutenant Tristen; Shades, Trooper Dan; WSP Aviation Section, "Aviation Metro Patrol, A Report" (April 2004)
- Ramsey, Susan and Bush, Kim; "Performance Measures, A Model for Understanding the Behavior of our Work." (WSP PowerPoint Workshop Presentation), 2004
- Job Performance Appraisal (JPA) system *[a new system intended to help implement and drive "a different way of doing business," in which lieutenants and officers will encourage and guide efforts toward specific Autonomous Patrol Area (APA)/division objectives, action plans, and performance measures. The system is intended to guide and focus performance efforts as much as appraise performance]*

External Audits/Reviews

- JLARC Report 99-4; WSP Performance Audit, issued February 16, 1999
- Commission on Accreditation for Law Enforcement Agencies (CALEA), Inc; Onsite Report for the Washington State Patrol, Olympia, WA (December 22, 2003)
- Commission on Accreditation for Law Enforcement Agencies (CALEA), Inc; Addendum to the Report (March 2004), with a cover Letter dated April 15, 2004
- Commission on Accreditation for Law Enforcement Agencies (CALEA), Inc; Descriptions of Standards Approved for Publication by the Commission (2004)
- Government Accounting Office, "Definition of Performance Audits from the Government Auditing Standards, 2003 Revision" (GAO-03-673G Government Auditing Standards)

Miscellaneous

- Performance Measures Conference Materials (August 2004)
 - Cambridge Systems
 - Minnesota Department of Transportation
 - Poister; Georgia State University
- Police Department, City of New York, prepared by NYPD CompStat Unit, CompStat Citywide, Volume 11, Number 40; "Report Covering the Week of 09/27/2004 Through 10/03/2004"
- Several WSP staff PowerPoint training presentations
- Several WSP PowerPoint Briefing presentations to the Legislative Transportation Committees and to JLARC
- OFM, Performance Management Workshop PowerPoint presentation
- House, Transportation Committee staff, several PowerPoint presentations and Briefings to Legislators on WSP and on Transportation Budget Issues

- Her Majesty's Treasury, Choosing the Right Fabric – A Framework for Performance Information, 2000, pgs 8-11, 17-22, 31-33.
- Hillison, William A., Anita S. Hollander, Rhoda C. Icerman and Judith Welch (Institute of Internal Auditors); Use and Audit of Performance Measures in the Public Sector, 1995, pgs 13-16.
- Fountain, James; Wilson Campbell, Terry Patton, Paul Epstein, and Mandi Cohn (Governmental Accounting Standards Board); Reporting Performance Information: Suggested Criteria for Effective Communication, 2003, pgs 31-32, 175-189.
- Kaplan, Robert S., and David P. Norton; The Balanced Scorecard, (Harvard Business School Press), 1996, pgs 147-166.
- Osbourne, David, and Gaebler, Ted; Reinventing Government, (Addison Wesley), 1992, pgs 349-359.
- Porter, Michael; "The Value Chain," Competitive Advantage: Creating and Sustaining Superior Performance (Free Press), 1985

Benchmarking Materials

- American Productivity Quality Center (APQC), "The Benchmarking Code of Conduct"
- U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics Law Enforcement Management and Administrative Statistics, by Brian A. Reaves, Ph.D. and Matthew J. Hickman; BJS Statisticians, April 2004, NCJ 203350; Data for Individual State and Local Agencies with 100 or More Officers 2000
- Congressional Quarterly, Inc., Governing Magazine, by The Performance Government Project, Maxwell School of Government, Syracuse University; "Grading the States," 2001
- State of Missouri, "Missouri Department of Public Safety Strategic Plan," 2002
- State of Missouri, "Missouri State Highway Patrol Strategic Plan," 2004
- State of Missouri, Missouri Strategic Planning, Model and Guidelines, March 2002
- State of Ohio, "Ohio Highway Patrol Annual Report 2003"
- State of Texas, Department of Public Safety, "Strategic Plan", February 2004
- State of Texas, Legislative Budget Board, "2003 Budget and Performance Assessment"
- State of Virginia, Virginia's Performance Management System – An Overview
- State of Virginia, "Virginia Results Planning and Performance Report," May 2004
- National State Motor Vehicle "Deaths, Changes, Rate Report 2004"
- State of Arizona, "Department of Public Safety Strategic Plan 2003-2004"
- State of Oregon, State Police "Annual Report of Performance Measures," January 2004
- State of California Highway Patrol, "2002 Annual Report of Fatal and Injury Motor Vehicle Traffic Collisions"
- U.S. Department of Transportation, National Highway Traffic Safety Administration, "Crash Stats, Alcohol-Related Fatalities by State, 2003", published by National Center for Statistics and Analysis, August 2004.
- U.S. Department of Transportation, National Highway Traffic Safety Administration, "Traffic Safety Facts 2003, Early Edition".
- U.S. Department of Transportation, National Highway Traffic Safety Administration, "Research Note, Safety Belt Use in 2002 – Use Rates in the States and Territories", published by National Center for Statistics and Analysis, May 2003.
- U.S. Department of Transportation, National Highway Traffic Safety Administration, News Bulletin, "New Data Show Rising Safety Belt Use Rates in Most States" November 23, 2004.